

# REQUEST FOR APPLICATIONS

## Community Food Security and Nutrition Education Grants

Conducted for the  
*California Nutrition Network for Healthy, Active Families*  
CALIFORNIA DEPARTMENT OF HEALTH SERVICES



FUNDED BY  
*The U.S. Department of Agriculture Food Stamp Program*

Grant Funding Period:  
October 1, 2004 - September 30, 2005

Released: May 26, 2004

**APPLICATIONS DUE: June 30, 2004 by 4:00 P.M.**

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**FAXES WILL NOT BE ACCEPTED**

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## **Community Food Security and Nutrition Education Grants Request for Application**

### **I. INTRODUCTION**

#### **A. Background**

The mission of the Cancer Prevention and Nutrition Section (CPNS) of the California Department of Health Services (CDHS) is to increase healthy eating, physical activity, sun safety, and other protective behaviors that help prevent cancer and other chronic diseases, thus improving the health of Californians. Specifically, we aim to increase Californians' consumption of fruits and vegetables to 5 - 9 daily servings, and increase physical activity to at least 30 minutes a day for adults and 60 minutes for children. We also aim to achieve full utilization of federal food assistance programs in California in order to achieve nutrition goals.

Two main components of CPNS are the *California Nutrition Network for Healthy, Active Families (Network)*, and the *California 5 a Day—for Better Health! Campaign (5 a Day Campaign)*. The *Network* creates innovative partnerships and funds a variety of diverse local projects that aim to enable low-income Californians to adopt healthy eating and physical activity habits as part of a healthy lifestyle. An example of such a partnership is with the 12 Project LEAN Regional Lead Agencies that are contracted to carry out *Network* activities throughout the State. The *5 a Day Campaign* conducts specialized interventions to increase Californians' consumption of fruits and vegetables to 5 - 9 daily servings and increase physical activity to at least 30 minutes a day for adults and 60 minutes for children.

The *Network* and *5 a Day Campaigns* utilize a social marketing approach to reach Food Stamp households, those eligible for Food Stamps but not participating, and other similar low-income consumers especially those of school-age children. A variety of statewide, regional and local channels are used including media, retail, and community organizations (e.g. churches, parks and recreation districts, civic groups, food security organizations, schools, local health departments, and other governmental entities such as cities). The *Network* also encourages improved access to federally assisted food programs namely Food Stamps, school breakfast, school lunch, and summer meals.

Specific behavioral objectives for CPNS programs include those recommended in the California Daily Food Guide (1990), the Dietary Guidelines for Americans (2000), the Food Guide Pyramid (1992), Healthy People 2010, and the national physical activity recommendations from the Centers for Disease Control and Prevention (CDC) (1996).

Principal funding for the *Network* and the *5 a Day Campaigns* is provided through matching funds from the Food Stamp Program; of the United States Department of Agriculture (USDA). Those funds are administered by CPNS with assistance from the Oakland-based Public Health Institute (PHI).

The primary target audience for the *Network* and *5 a Day* programs consist of low-income Anglo and African American mothers, Latino couples, and their school-aged children. Specialized campaigns of the *5 a Day Campaign* include 9 to 11 year-old children and their families; Latino families; and African American adults and their families. Food retailers including farmers' markets, are important partners of the *5 a Day Campaign* who promote the consumption of fruits and vegetables among low-income shoppers. The *5 a day—Be Active* program targets low and middle income employees at their worksites to increase fruit and vegetable consumption and physical activity among working adults.

The *Network* also supports local agencies to conduct a set of special projects that provide additional ways to promote fruit and vegetable consumption and physical activity, and food security. Nearly 50 projects are currently funded within three community-based channels: African American churches, Healthy Cities, and food security. It is within the food security channel that a new set of 4-7 food security projects will be funded to operate in 2004-2005 through the issuance of this Request for Application.

## **B. Purpose of the Request for Applications**

This Request for Applications (RFA) recognizes that there are significant barriers for low-income Californians in having adequate access to affordable, nutritious foods along with readily available nutrition education. The overall objective of this grant process is to provide funding to community organizations to develop projects that increase the accessibility and availability of low-cost, nutritious food especially fruits and vegetables to low-income families supplemented by strong nutrition education promotion.

The *Network* uses the following nationally recognized definition of food security. "Food security means that all people in a community have access to nutritious, culturally appropriate food at all times through local non-emergency sources."

There are multiple areas of the food environment in low-income communities that food security project applicants may address, such as:

- Supermarket gaps, including supermarkets and farmers' markets
- Convenience stores where nutritious foods are not available, low on quality or expensive
- Overabundance of fast food restaurants with negative influence on children's dietary behaviors
- Lack of fruits and vegetables in schools, after-school snack programs, and summer food programs
- Low awareness of and participation in federal food assistance programs, especially Food Stamps
- Lack of alternative food systems such as farmers' markets, community supported agriculture (and working relationships with local farmers), community gardens, buying clubs, and food cooperatives
- Inadequate use of social entrepreneur/dual bottom-line approaches to food-oriented micro-enterprise opportunities and partnerships with local community and economic development corporations
- Lack of ongoing connections to programs and policies that promote social and economic justice
- Lack of sustained community advocacy, involvement, and ownership of permanent solutions to food insecurity and poverty

- Lack of education and nutrition education/promotion in and through local Food Stamp programs
- Lack of connection with local Food Policy Councils
- Lack of linkages with Food Stamp offices

The *Network* recognizes that locally determined strategies and activities based on community priorities, assets, and organizational leadership will often have the most likelihood of success in contributing towards solutions to local food insecurity problems.

In addition, we know that active collaboration with other groups and organizations to effect policy changes and to link different aspects of the food and nutrition system in the community will yield better results and benefits than activities conducted in isolation.

Applicants and grantees are strongly encouraged to become knowledgeable about *Network* regional activities led by California Project LEAN, *Power Play!* and *Latino 5 a Day* Lead Agencies, and the newer Regional collaboratives. Information about regional resources and activities can be obtained from the CPNS web site at [www.ca5aday.com](http://www.ca5aday.com).

Applicants are encouraged to communicate and collaborate with other awardees including Local Incentive Award Projects (public agencies), faith-based projects, and current food security projects to obtain advice in planning and implementing a project.

Finally, it is recommended that applicants review the excellent sources of information and materials available from the organizations listed in End Notes (Section V) of this RFA in planning and developing applications for funding.

## **II. GENERAL INFORMATION**

### **A. Funding Amount and Timeframe**

A total of \$350,000 is available for funding four to seven food security projects with annual budgets up to \$50,000 each. The grants will be for a twelve-month period in FY 2004-2005 (October 1, 2004 to September 30, 2005).

Funding for projects is contingent upon continued availability of funds. If additional funding is made available, projects from this solicitation that were approved but not funded will be considered for funding. Sustaining grants from the *Network* may be available to continue

funding food security projects for subsequent years based on performance and contract compliance up to a maximum of three additional years.

## **B. Who May Apply**

- Public entities or nonprofit corporations based in California.
- Applicants that can demonstrate experience or capacity to provide food security programs and services and nutrition education to well-identified low-income target groups. The applicant must promote the consumption of 5 to 9 fruits and vegetables a day either directly or by collaborating with *Network* contractors.
- Applicants that can demonstrate that they are currently working with low-income individuals, groups, or communities, or be able to describe how their efforts will directly reach large numbers of low-income households, the majority of which are at or below 185 percent of the Federal Poverty Level.
- Applicants that have community/resident involvement in planning and decision-making processes (e.g. project planning, design, implementation, and evaluation).
- Applicants that have a proven track record in implementing community-based projects.
- Applicants that have partners representing the diverse assets and needs of local food systems relevant to the project.
- Applicants that have a successful track record with the partners being proposed or that are able to describe how new partnerships will work together based on mutual goals and collaborative project implementation plans.
- Applicants that are able to describe how the project activities funded by CPNS will be funded beyond the grant period.
- Applicants that possess the capacity to adhere to the contractual, fiscal, and program reporting requirements of the California Department of Health Services.
- Applicants with connections to local or regional small family farmers are encouraged.
- Applicants that conduct community and economic development activities to improve local food systems.

## **C. Letter of Intent (See Attachment C)**

1. Mandatory Letter of Intent is due to CPNS/DHS no later than 4 p.m. on June 9, 2004.

#### **D. Submission of Application**

Submit one (1) original application packet and four (7) copies to the CPNS/DHS office no later than 4 p.m. on June 30, 2004. Application packets postmarked on or before June 30, 2004, but received after 4:00 p.m. will not be accepted. FAXES WILL NOT BE ACCEPTED. Detailed instructions for completing your application are provided in Section III: Application Instructions.

It is the sole responsibility of the applicant to ensure that CPNS receives the application package by the above deadline. Incomplete or late applications will be considered non-responsive and will not be reviewed for funding.

Please note that it can take up to several days for items sent by United States mail to be processed through the State mail system. It is highly recommended that applications be sent via express courier/overnight or hand-delivered to CPNS offices. Send application packets to:

##### **Mailing Address:**

Mary N. Nichols  
Contract Manager  
P.O. Box 997413, MS-7204  
Sacramento, CA 95899-7413

##### **Shipping Address/Overnight Express:**

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Contract Manager  
1616 Capitol Avenue, Suite 74.516, MS 7204  
Sacramento, CA 95899-7413

The awarding of contracts in connection with this solicitation is subject to the final approval of the State Project Officer.

The CDHS reserves the right to reject any or all applications, cancel this solicitation, and/or request best and final offers from some or all bidders. Acceptance of an application is subject to negotiations of a contract between the CDHS and the applicant organization.

Agencies will not be reimbursed for any expenses incurred for the development of this application.

All materials submitted in response to this RFA will become the property of CDHS at the time the application is received.

All applicants agree that in submitting an application they authorize CDHS to verify any or all claimed information and to verify any references named in their application.

All applications must be complete when submitted. No changes, modifications, corrections or additions may be made once the application is filed with CDHS. CDHS reserves the right to contact applicants during any application evaluation phase to clarify the content of the application.



## **E. Review Process**

- Applications will be reviewed for completeness and compliance with RFA requirements: Each application received in accordance with the RFA requirements will be evaluated by a panel of reviewers to determine the responsiveness of the application to the purpose and requirements specified in the RFA.
- Proposals will be scored according to the following criteria:

Project Summary	5 points
Project Narrative	20 points
Scope of Work	30 points
Evaluation Plan	15 points
Budget & Budget Justification	30 points

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Total Points	100 points
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## **F. Contract Award Process**

- Successful applicants will be notified by July 19, 2004. CPNS reserves the right to fund any or none of the applications submitted.
- Awards will be made to applicants with the highest scores and whose applications are determined to be technically complete, whose professional qualifications and experience meet the terms of the RFA, and to applicants deemed by the review panel to be most competent. The selection process may include a request for additional information to support the written application. In addition, telephone interviews and/or site visits may take place between the selection process, contract negotiations, and contract award dates.

### **Submission of an application will be considered as a representation that:**

1. The lead organization and any subcontractor(s) have carefully investigated all conditions which affect, now and in the future, the performance of the work covered by the application.
2. The lead organization and any subcontractor(s) are fully informed concerning the conditions to be encountered, quantity and quality of work to be performed; and
3. The lead organization and any subcontractor(s) are familiar with all federal and state laws that affect the work to be conducted and the persons employed in the work.

4. Any copyrightable works produced by the lead organization and any sub-contractor(s) shall be the sole and exclusive property of the CDHS. In addition, CDHS and the State shall have the right to reproduce, disclose or otherwise use data (including without limitations the writings, drawings, designs, data files, and similar works) first produced or developed by the subcontractor and delivered to CDHS under this contract, and the right to license others to do the same. The subcontractor shall incorporate the requirements of this clause in all lower tier subcontracts.

#### **G. Timeline**

May 26, 2004	Release of the Request for Applications
June 9, 2004 (4 p.m.)	Return the mandatory, non-binding Letter of Intent (Attachment "C") to Cancer Prevention and Nutrition Section, Department of Health Services. Fax to: (916) 449-5414
June 30, 2004 (4 p.m.)	Deadline for Applications. Send an original and seven (7) copies by regular U.S. Mail or Express/Overnight Delivery
July 14, 2004 (9 a.m. – 4 p.m.)	Application Review Process
July 16, 2004	Notification of Awards
July 23, 2004	Deadline for Appealing
September 1, 2004	Contract Negotiations Begin
October 1, 2004	Contract Begins

#### **H. Appeals Process**

An applicant may appeal a funding decision on the grounds that CPNS failed to correctly adhere to the review process specified in this RFA. Only unfunded applicants who submit an application within required guidelines may appeal. There is no appeal process for incomplete applications or applications submitted after the deadline.

The appeal process consists of two steps: 1) Letter indicating that the applicant is appealing the final decision and selection process must be received no later than 4 p.m. on July 19, 2004 at the address indicated below. Faxes and e-mails are acceptable. 2) The appellant must file a full complete written appeal, including the issue(s) in dispute, the legal authority or other basis for the appellant's position, and the remedy sought. Faxed and e-mailed copies of this are not acceptable. Appellants will be notified of decisions in writing within 10 working days of the receipt of their appeal.

Address appeals to:

**Mailing Address:**

Mary N. Nichols  
Contract Manager  
P.O. Box 997413, MS-7204  
Sacramento, CA 95899-7413

**Shipping Address/Overnight Express:**

Mary N. Nichols  
Contract Manager  
1616 Capitol Avenue, Suite 74.516, MS 7204  
Sacramento, CA 95899-7413

**III. Application Instructions**

**A. Letter of Intent**

**Mandatory Letter of Intent**

Prospective proposers who intend to compete are **required** to indicate their intention to submit a proposal. Failure to submit the mandatory Letter of Intent will result in proposal rejection. The mandatory Letter of Intent is not binding and prospective proposers are not required to submit a proposal merely because a Letter of Intent is submitted. **Use the Letter of Intent (Attachment C) for this purpose.**

**Submitting a Letter of Intent**

Regardless of delivery method, the mandatory Letter of Intent must be received by **4:00 p.m. on June 9, 2004.**

Submit the Letter of Intent using one of the following methods.

<b>U.S. Mail, Hand Delivery or Overnight Express:</b>	<b>Fax:</b>
<b>Letter of Intent Community Food Security &amp; Nutrition Education RFA</b> Mary N. Nichols Department of Health Services Prevention Services Division of Chronic Disease & Injury Control Cancer Prevention and Nutrition Section 1616 Capitol Ave., Suite 74.516 Sacramento, CA. 95814	<b>Letter of Intent FAX Community Food Security &amp; Nutrition Education RFA</b> Mary N. Nichols Department of Health Services Cancer Prevention and Nutrition Section  <b>Fax:</b> (916) 449-5414

Proposers transmitting by fax are responsible for confirming the receipt of the Letter of Intent by the stated deadline.

Call Mary N. Nichols at (916) 449-5424 to confirm faxed transmissions.

## **B. Application Content**

Read instructions carefully. All sections, including attachments, must be completed in the order listed below:

1. Cover letter
2. Project Summary
3. Project Narrative
4. Evaluation Plan
5. Scope of Work (ATTACHMENT “A”)
6. Budget Proposal (ATTACHMENT “E”)
7. Budget Justification (ATTACHMENT “F”)
8. Community Support Letters (Maximum of three letters)
9. Resumes of Key (Proposed) Project Staff

Any application that does not comply with these requirements will be considered non-responsive and will not be reviewed. A checklist (Attachment “D”) is provided to help you submit a complete proposal with items in the requested order.

### **Submitting An Application**

- Paper size must be standard 8½ x 11 inch paper;
- Applications must be typed or computer-generated using a clear and easy-to-read 12 point font size;
- Number the pages of your application;
- Do not use binders or presentation folios. Securely staple the original application and 7 copies in the upper left-hand corner;
- Limit your application to:
  - Two (2) pages for Cover Letter;
  - One (1) page for the Project Summary
  - Seven (7) pages for the Project Narrative;
  - Five (5) pages Evaluation Plan;
  - Ten (10) pages for Scope of Work;
  - Budget Forms, ATTACHMENTS “E and F”;
  - Three (3 pages) Support Letters
  - Resumes

### **Description of Each Section of the Application**

- C. Project Summary (5 points, maximum of one page):** For maximum points, provide a summary of the agency’s capabilities and its partners, the target audience and community to be served by the project, the project’s major goals and objectives, and how the project will operate and be evaluated.

## **D. Project Narrative (20 points)**

Place a short descriptive title for the proposed project at the top of the first page of the Project Narrative section and use the headings below as an outline for your narrative.

### **1. Community/Target Audience Description**

- Briefly describe the community and target audience you are working with or plan on working with, including the location, size, demographics, income levels, and other relevant characteristics, with a special emphasis on the *Network's* target audience.
- Needs Assessment - Describe the community's available assets and define the needs with respect to improving access to affordable, nutritious food and nutrition education/promotion.

### **2. Project Description and Major Goals, Objectives and Activities**

- Provide a description of the overall project and how it would operate in the community, how the community and target audience would benefit from the project, and what outcomes and results would occur.
- Provide a discussion of the major goals of the project (consistent with the goals in the Scope of Work). Goals should be realistic, in line with the community and target group assets and needs, long-term and sustainable, and be outcome and results-oriented.
- Provide a discussion of the major objectives of the project (consistent with the objectives in the Scope of Work). Objectives should be measurable, outcome and results-oriented, clearly time-lined with specific target dates, and relevant to concrete program, policy, partnership and other relevant capacity-building efforts.
- Provide a discussion of the major activities of the project (consistent with the activities in the Scope of Work) and how those activities will lead to the implementation strategies of the project aimed at the assets and needs of the community/target audience; changing aspects of the food system; improvements in local food insecurity; supportive of the *Network's* mission and vision; and how the project would collaborate with other projects, programs, and organizations to achieve success.

### **3. Community Involvement**

Describe how local low-income community residents are involved with  
1) project planning, 2) different aspects of decision-making, and 3) leadership roles.

- If you are involving the community and the target group in other ways (e.g. purchasing from vendors in the target community, hiring local community members), please so indicate.

### **4. Agency's capabilities/experience**

Describe how the applicant will address the following:

- Planning and implementing food security and nutrition education/promotion programs. Describe to what extent your agency has promoted healthy lifestyles among low-income communities.
- Identify key people who will work on the project and briefly describe their qualifications. Specify the lead person (by name and title) responsible for implementing the project, monitoring progress, and maintaining liaison with the state.
- Describe the specific roles and capabilities of any key partners. Name the lead person(s) responsible for the collaboration and partnership, give their title, and briefly explain their capabilities or contribution to the partnership. Describe the length and nature of previous collaborations with the lead organization.
- For new partners, explain how you will develop and maintain an effective working partnership.
- Some applicants may have a coalition or plan to start one with this project. If that is the case, please describe the coalition development and operations as they relate to the project.
- Management experience and fiscal capacity to administer similar type projects.

### **E. Scope of Work (maximum 30 points)**

The Scope of Work (SOW) should encompass all proposed program activities as they relate to each objective. It should outline a step-by-step process for proposed contractor staff, consultant, subcontractors, and coalition members to accomplish the goals and objectives of the project.

The SOW provides the basis for contract negotiations and, along with the budget, become a legally binding document. The negotiated SOW and any subsequent revision will be



incorporated and made part of the contract. The SOW may be changed only with prior approval from CDHS.

The SOW covers the period from October 1, 2004 to September 30, 2005. The SOW must specify: 1) goals; 2) SMART objectives (specific, measurable, achievable, relevant and time-limited) 3) specific activities; 4) target audience, 5) who is responsible for project activities; 6) tracking and evaluation measures; and 7) time frames. Please use the SOW format as seen in ATTACHMENT A as the basis for the development of your SOW. A sample SOW and directions are found in ATTACHMENT B.

Although your activities may be different than the general *Network* sample SOW you should have a similar amount of detail in explaining your community food security and nutrition education project. You may request a SOW template: ATTACHMENT A by e-mail from Mary Nichols at mnichols@dhs.ca.gov.

The file is in Microsoft Word 9.0. State staff will not be available to provide technical assistance if you have problems with the template.

Evaluation should focus on two areas: process or tracking measures and outcome measures. Your evaluation measures should help you track progress that allows you to meet important benchmarks in your project. It should also indicate how you will know when you have succeeded in reaching your desired outcomes or results.

Application review criteria for the SOW are as follows:

- The activities demonstrate a comprehensive plan to meet the goals and objectives of the project.
- The project is innovative and has replication potential
- The proposed activities are reasonable, justifiable, and quantified
- Appropriate staff positions are identified as being responsible for each activity
- Reasonable timelines are given for the beginning and completion of each activity
- Measurable evaluation and/or tracking methods demonstrate the applicant's ability to document successful completion of each objective.
- The evaluation and/or tracking methods provide the contractor with the ability to evaluate the process and the impact and outcomes of the project goals and objectives.

#### **F. Evaluation (15 points)**

##### **Evaluation Plan**

This section of the proposal should describe plans for evaluation. Your evaluation should focus on two areas, process and outcome. Your evaluation measures should help you track progress towards intended outcome and indicate how you will know when you have succeeded in reaching your desired outcomes or results.

### **Theoretical Framework for *Nutrition Network* and *5 a Day* Projects:**

Evaluation of *Network* and *5 a Day Campaign* activities is based on the Social-Ecological Model (SEM) ( Attachment I) and assesses programmatic changes at the policy, community, and institutional levels, as well as interpersonal and individual levels. (This model is the basis for USDA-commissioned White Paper on Evaluating Systems, Environmental and Policy Changes in Food Stamp Nutrition Education Programs).

SEM consists of five spheres, which collectively influence a person's behavior. They include **individual factors**, such as attitudes, beliefs, and knowledge; **interpersonal process and primary groups**, such as family, social networks, and peer groups; **institutional and organizational factors**, such as the rules and regulations of schools, worksites, grocery stores, and community-based organizations; **community factors**, such as societal norms and customs; and **social structure and public policy**, which include private sector, local, state, and federal policies that support and regulate eating and physical activity environments. The model assumes that appropriate changes in the social environment will produce changes in individuals, and that the support of informed individuals in the population is essential for implementing environmental changes.

It is our intention that targeted Californians will watch *5 a Day*, physical activity, and food stamp promotion advertisements on television; read the message on mobile billboards, stationary billboards, buses, and posters; hear the message on the radio; see the behavior modeled by a credible local source; get practical information; gain skills; hear the message again in their social networks; talk about the behaviors with others; and change their attitudes and intentions to act. Environmental and policy change by gatekeeper institutions will result in a better balance of messages, fewer barriers, and greater access to fresh fruits and vegetables, physical activity and nutrition assistance program opportunities. Californians will receive more cues to action at the point-of-sale or point-of-choice, buy more fruits and vegetables, eat more fruits and vegetables and engage in more physical activity, and repeat these enjoyable behaviors until they become a habit. They also will have more opportunities to hear about and enroll in food assistance programs through the *Networks'* channels.

All funded projects will also be required to complete a tracking measure, the Semi Annual Activities Report (SAAR) with their progress reports (<http://www.ca5aday.com>). The SAAR summarizes consumer impressions generated by the program and the type of social marketing activities that were conducted, allowing you to evaluate the reach and dimensions of your efforts.

This section of the proposal should describe your plans for process and impact evaluation. The plan should include:

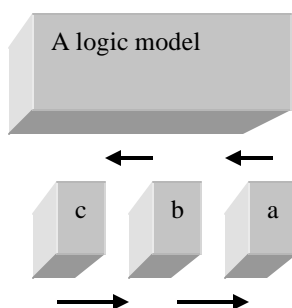
- ✚ A logic model of the intervention for each target audience to be served. (5 points)
- ✚ A description of how intervention effectiveness will be assessed. This should include a list of indicators from the logic model and description of how change will be measured. (4 points)
- ✚ A description of the applicant's past experience, capacity and/or willingness to collect and analyze data. This section should include a concrete description of how past evaluation data were used or how future data will be used. (3 points)

- ✚ The name and capabilities of the person(s) who will be responsible for conducting evaluation. (3 points)

### The Evaluation Framework – The Logic Model

Logic models graphically represent the “if-then” reasoning behind an intervention. They capture the reasoning underlying about why a program will work.

For example, a mobile pantry with nutrition education may be based on the logic that *if* boxes of produce are assembled and loaded on a truck *then* they could be delivered to different communities along with nutrition education and eliminate access and transportation barriers for the target audience. And *if* the truck is parked in the community *then* residents will walk to it, pick up a box of produce along with nutrition education promotion. And *if* they pick up a box of produce with nutrition education/promotion *then* they will carry it to their home and eat more fruits and vegetables. (Please Note: *Network* funds may not be used to pay for transportation costs. See ATTACHMENT H)



This process helps clarify the logic and illuminate faulty assumptions. For example, in this case one might ask if it is reasonable to believe the target audience will pay attention to nutrition education at the moment they are picking up a box of produce.

There are many different ways to create a logic model. The *Network* encourages contractors to describe their interventions using a simple three-component model that is based on Green and Kreuter’s PRECEED-PROCEED model<sup>1</sup>. This model displayed as three boxes, is comprised of a) a behavioral component, b) factors that influence behaviors and c) activities to change the behavior and factors for a clearly defined target audience. The model must be constructed beginning at the right and proceeding to the left. Once it is complete, a logical sequence will flow from left to right, i.e., activities to behavior.

#### A. Target audience

The first step in creating a logic model is to define the target audience. The target audience is the group of people whose behavior the intervention is designed to change.

Gardens are planted in many schools so children will eat more fruits and vegetables. The assumption is that *if* children work together with their peers *then* they will develop positive attitudes about fruits and vegetables and *if* they work in the garden *then* they will develop knowledge, skills, confidence, and social support that will favor fruit and vegetable consumption and *if* they develop these attributes *then* they will eat more fruits and vegetables. In this example the children are the target audience. However, if a training is conducted for the teachers so they will be able to teach gardening effectively then the target audience is the teachers and the logic model is distinct from the former one. (Please Note: *Network* funds may not be used for costs

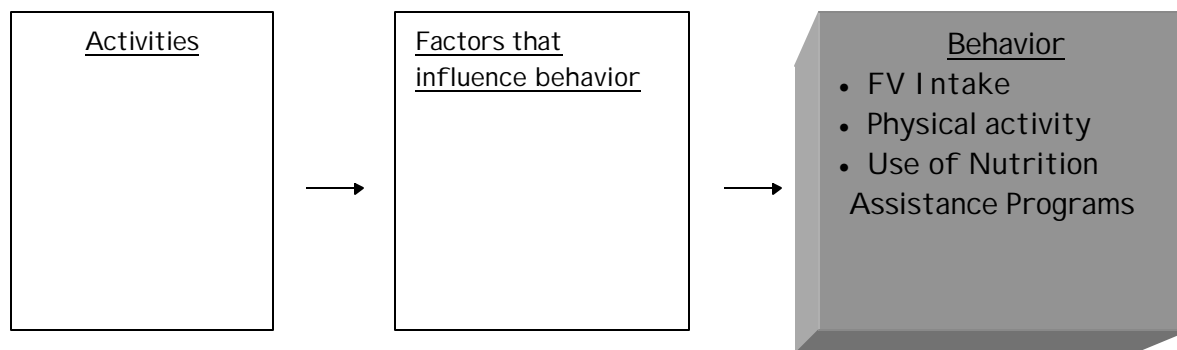
<sup>1</sup> Green, L. W. and M. W. Kreuter (1991). Health Promotion Planning: An Educational and Environmental Approach. Mountain View, CA, Mayfield Publishing Company.

of building or garden supplies. See ATTACHMENT H).

## B. Behaviors (Goals)

The second step in creating a logic model is to identify the behavior that will be targeted and write it in the right-hand box of the model, as in Figure 1 below. The desired health behavior becomes the intervention goal and should be written in the goal section of the Scope of Work

Figure 1: Logic Model – Behaviors



(SOW). The *Network*-funded interventions must target fruit and vegetable consumption (FV), physical activity (PA) and/or food security, including the use of Federal Nutrition Assistance Programs (NAPs).

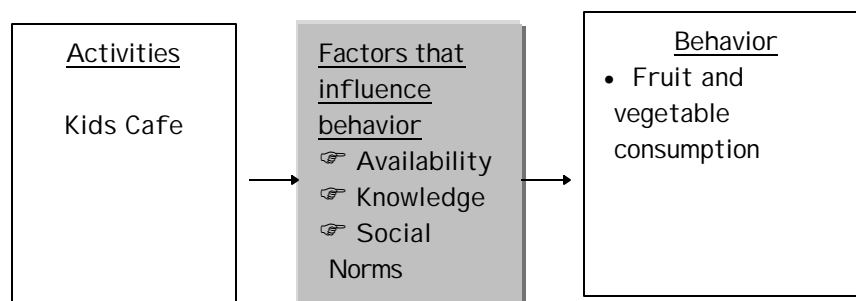
It may take a long time for consumer behavior to change, often longer than the duration of a *Network* contract. Measuring success only in terms of behavior change may not be a good indicator of an intervention's value and effectiveness. Research has shown that behaviors will change if the factors that influence the behavior change, so the *Network* uses factors as measures of intervention effectiveness, in addition to behavior.

## C. Factors that influence behavior

Therefore, third step in creating a logic model consists of identifying factors that influence the target behavior, represented by the middle box in the model (Figure 2). They are sometimes referred to as precursors of behavior, determinants, antecedents or influencers but here we will use the term “factors.”

Factors that influence behaviors vary by target audience and behavior. For example, the reasons why adults engage in physical activity differ from those of children. Also, the factors that determine whether one will eat 5 to 9 daily servings of fruits and vegetables are different from those that influence physical activity.

Figure 2: Logic Model – Factors



Similarly, the factors that determine use of nutrition assistance programs are different from those that influence fruit and vegetable consumption and physical activity. It is essential that the factors are properly identified for an intervention to be effective. Table 1 lists examples of factors that influence individuals on many levels.

Table 1: Factors associated with the three Network goals		
Factors that influence fruit and vegetable consumption	Factors that influence physical activity	Factors that influence participation in Nutrition Assistance Programs
Knowledge & Awareness, competition	Walkability, bicycle ability	Stigma (perception that recipients are “on welfare”)
Preferences, Social Norms	Social Support	Limited Customer service
Availability	Access to parks, playgrounds & gyms	Knowledge of eligibility requirements
Accessibility	Safety in PA areas	Awareness of programs
Skills, selection, preparation	Norms that support PA, discourage PI	Extensive application requirements
Self-efficacy for asking, preparing, shopping, etc.	Skills for exercise behaviors	Complicated application process
Environmental and policy facilitators	Self-efficacy for doing the activity	Fear among immigrants that participation will affect legal residency
Social Norms	Convenience	Social Support
Cost	Cost, including time	Program accessibility, walkability

The *Network’s* Impact evaluation is concerned with assessing change in factors. If contractors decide to measure change in knowledge they must assess change in at least one other factor. The Network encourages LIAs to assess change in more than one factor to increase the likelihood of detecting a change.

#### **D. Activities**

Activities are the tangible actions, approach, style or methods used to engage people during an intervention. They include events like nutrition education, classes, role plays, taste tests, food preparation trainings, demonstrations, goal setting, newsletters, video tapes, songs, letter writing and others.

Researchers have found that participants show change after attending as few as five sessions<sup>2</sup> but many require more. For example, the 12-session GIMME 5 school-based nutrition intervention used multiple activities, each tied to a specific factor, presented in a sequential manner over a short period of time, i.e., one week apart, to build on previous exposures.

Effective interventions consist of activities directly linked to factors that influence a specific behavior. They are built on the premise that behaviors will change if the factors change. Effective interventions also have:

- 1) A behavioral focus
- 2) An instructional strategies/promotion based on appropriate theory
- 3) An adequate amount and duration of education/promotion required to stimulate change
- 4) A peer involvement

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<sup>2</sup> Lytle (personal communication August 2003)

- 5) A self-assessment and feedback
- 6) An environmental interventions to complement behavioral lessons
- 7) A community involvement.

Figure 3 illustrates the link between activities, factors and the behavior for a Kids Café intervention targeting middle school students. *This is an example of the logic model content solicited for the application.* The term intervention is used by the *Network* to refer to the activities in the left box. These must have a logical connection to the factors in the middle box, which in turn must be logically linked to the behavior of fruit and vegetable consumption. The connection of these three components explains why one would expect the program to work.

### **Process evaluation expectations**

All funded projects must complete the Semi-Annual Activities Report (SAAR). The SAAR summarizes the who, what, where and when of the items in the activities box of the logic model. It would capture the type of fruits and vegetables featured, the number of times chefs visited the classroom, or the items produced in the garden.

Additional process evaluation may be conducted to ensure the intervention is being implemented as planned. Technical assistance will be available to help contractors answer agency-defined questions.

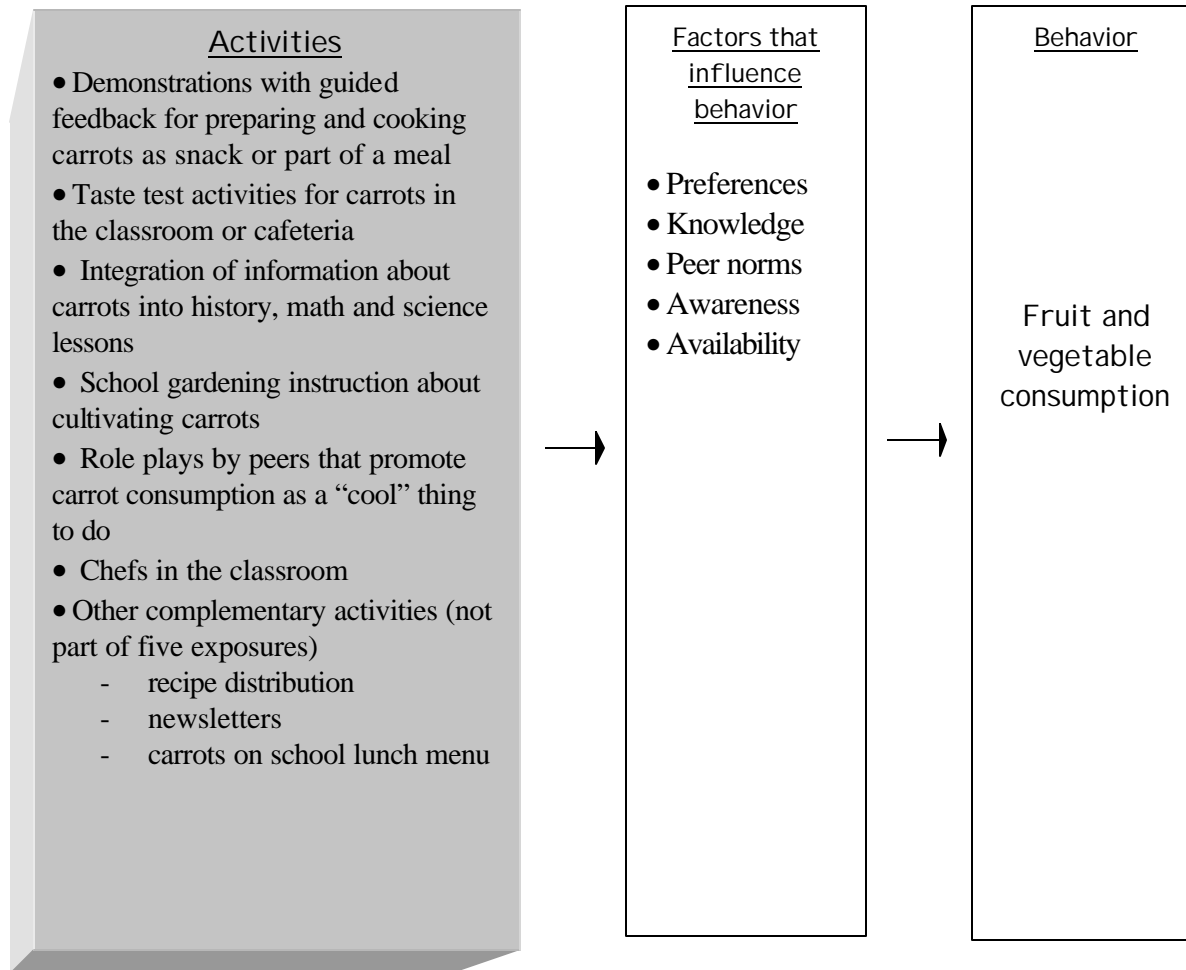
### **Impact Evaluation expectations**

Impact evaluation is not required during the first year while awardees implement the intervention. However, the intervention should be designed to facilitate short-term impact evaluation during the second and subsequent years of the project. This type of evaluation should measure change in factors that influence behavior, like knowledge, availability or access to fruits and vegetables.

For example, an impact evaluation of the Kid's Café intervention might look at change in preferences, knowledge, peer norms, awareness and availability. *It is important to note that Network funds may not be used to provide food on an ongoing basis but may be used to purchase food for taste tests.* The *Network* has a compendium of surveys contractors will be encouraged to use and they will be strongly discouraged from developing new instruments. One-on-one technical assistance and small-group trainings will be available to contractors to develop and implement evaluation designs. There is a logic model template in Appendix A for your application. Technical assistance will be available to funded projects for report writing and use evaluation findings.

Funded projects will also be required to participate in any special evaluation projects that are undertaken by the Network in the area of Food Security. While no additional expenses will be incurred by the programs, in-kind support of staff time for interviews, site visits, and consultation will be expected.

Figure 3: Logic Model Activities for Kids Cafe



## Appendix A

### Logic model template

**Target Audience** \_\_\_\_\_

<b>Activities</b>	<b>Factor (Objective)</b>	<b>Behavior Change (Goal)</b>





## **G. Budget and Budget Justification (30 points)**

Complete the Budget Form (ATTACHMENT “F”) for the project period. List estimated expenses in the appropriate categories, following the guidelines for allowable/un-allowable expenditures (ATTACHMENT “H”).

Budget requests must be reasonable and directly related to achieving the deliverables of the proposed project.

Complete the Budget Justification Form (ATTACHMENT “E”). Use this form to discuss and justify each of the expenditure categories, along with the total dollar amount. Immediately below each classification title and dollar amount, briefly describe how the funds will be used. The budget justification should not exceed 2 pages.

You may also request a template of Exhibits E & F by sending an email to Mary N. Nichols at [Mnichols@dhs.ca.gov](mailto:Mnichols@dhs.ca.gov). The file is in Excel and Microsoft Word 9.0.

Applicants should include in their travel budgets and scope of work attendance at three food security meetings during the 12 month contract period, two Regional Lead Agency meeting and two *Network* sponsored trainings, at a total estimated cost of \$1,000 to cover meeting fees, travel, and per diem. Also, include travel, lodging and per diem for attendance at the annual two-day *California Nutrition Network* Social Marketing Conference that is held in August. Please budget registration fee of \$110.00 and travel to Sacramento.

The primary goal of the USDA funding to the *Network* is for nutrition education to promote healthy eating/physical activity behaviors and the environmental support for those behaviors. Under this grant, improved food access activities such as gardening combined with nutrition education are allowable. However, activities such as gardening or food distribution alone are not allowable even though they may increase the amount of low-cost food available to households.

USDA funds may not be spent as direct compensation or as an incentive to individuals for participation in an activity. The type of incentive should be based on the level of involvement and promote the nutrition education objectives of the *Network*. Childcare and transportation are allowable expenses for focus/planning groups, whereas they are not allowable for regular educational programs. Food supplies should be compatible with the nutrition objectives of the *Network* and be used only in support of an educational objective/activity, not as an incentive for program participation. Other smaller promotional items may be used that are modest in cost, (\$4.00 unit cost maximum) appropriate to the level of involvement of the recipient, and bear an educational message (e.g. magnets with a nutrition message, water bottles with a physical activity and good eating message). It is anticipated that real program benefits will be the major incentives for participation rather than promotional items in support of the activities (please refer to ATTACHMENT H: Allowable and Unallowable Costs: USDA Guidelines, 2005).

Leveraging matching funds is not a requirement of this application. However, if you are cost-sharing or leveraging other resources in support of this project, attach a sheet in the Optional Attachments section to indicate the type, dollar amount, and support activities are being controlled.

Review Criteria are as follows:

- Budget calculations and totals are accurate
- Appropriate level of detail is given in all budget documents.
- Personnel costs are reasonably based on the qualifications of the individuals, the needs of the contractor.
- Fringe benefits are a reasonable percent of staff salaries.
- Operating costs are reasonable and based on quality and quantity of activities in the Scope of Work.
- Equipment expenses list only items that are in excess of \$5,000 per unit cost.
- Travel and Per Diem costs are reasonable and based on State reimbursement rates.
- Subcontract costs are reasonable based on the quality and quantity of activities to be performed in the SOW. A breakdown given of the line exceeded \$50,000.
- Other costs are reasonable based on the quality and quantity of activities to be performed in the SOW.
- The percentage rate used to calculate the indirect Expenses does not exceed 25 percent.

## **H. Resumes**

Attach a one-page resume for each of the key staff involved with the project. If staff has yet to be hired, include a one-page job description in place of a resume.

## **I. Community Letters of Support**

Solicit and include two (3) letters of support from past clients, funders, or other agencies that support the applicant's successes. The letters should include the following:

- a. Describe the capacity in which the reference worked with the applicant.
- b. Describe the applicant's successes in the area of programmatic experience as they relate to food security.
- c. Describe the applicant's area of fiscal and administrative experience.

The letters are to be on the reference agency's letterhead and should include the address, telephone number, name and title of the letter's author. CDHS reserves the right to contact any reference during the application process.

## **J. Optional Attachments**

Letters of support from collaborators and a sheet describing use of local matching funds in support of your project are **optional**. Other supporting materials may also be included if they contribute substantially to the application. If optional attachments are included, make sure they

are with each of the copies as the Department of Health Services reviewers will not duplicate them.

#### **IV. Other Applicant Information**

##### **A. Project Reporting**

Funded projects will be required to submit an interim progress report (April 15, 2005), and a final progress report at the end of the contract period (October 15, 2005).

Progress Report forms are found on the CPNS Web site at <http://www.ca5aday.com>. Click on “Nutrition Network” and then “Final Progress Report” Forms and follow instructions to view the report form.

##### **B. Sustainability and Effective Use of Existing Resources**

The successful applicant will clearly demonstrate that their proposed project will be a starting or continuation point for a long-term commitment to improving the food security and nutrition status of low-income households through appropriate program development. You will need to describe how your efforts will be sustained past the granting period.

Applicants are encouraged to show how funding will be used strategically for issues and needs that will have important benefits to local residents and how existing resources will be capitalized. There are numerous nutrition education and food systems materials available from a variety of sources, and the successful candidate will demonstrate that they are familiar and able to use effective materials that already exist, and through grant support, develop what is lacking. The End Notes contain a listing of a few of the excellent resources that are available for projects.

##### **C. Physical Activity**

Physical activity and/or awareness of its importance might be an important indirect benefit for participants in some projects. Although promoting physical activity is not the primary goal for the Community Food Security & Nutrition Education Implementation Grant RFA, applicants are encouraged to highlight these secondary aspects in describing the benefits and activities of their proposed project.

##### **D. For More Information on Federally Funded Assistance Programs:**

If you have any questions or need additional information, please contact Frank Buck, MSW, Program Manager at (916) 449-5519, Mary N. Nichols, Contract Manager, at (916) 449-5424 or Rosanne Stephenson, MPA, Associate Health Program Advisor at (916) 449-5403.

## **V. End Notes**

The intent of the list is to help applicants become aware of some of the excellent resources and materials that already exist and some of the groups that they can contact for more information. For a complete listing, check the web page or publications list that can be ordered from these groups.

### **Nutrition Education Resources**

#### **A. California Nutrition Network Publications**

1. Nutrition education print materials for target audience—[www.ca5aday.com](http://www.ca5aday.com)
2. *1999 Focus Group Results of California Nutrition Network*. (Cancer Prevention and Nutrition Section, California Department of Health Services). Primarily covering nutrition education and physical activity topics and conducted with women in Berkley, Los Angeles, and Fresno. *For a copy call: (916) 449-5386*.
3. *Nutrition/Physical Activity Education Materials Resource List* (Contributed by Partners of the Network). *California Nutrition Network for Healthy Families*. 2000. An updated version can be found in its entirety at [www.ca5aday.com](http://www.ca5aday.com).
4. CDHS/CPNS Project Directory available at [www.ca5aday.com](http://www.ca5aday.com)
5. *From the Ground UP!* by Marilyn Prehm, Sandra Yee and Paige Hox. A Guide to Promote Healthy Eating with Community Food Security (2002)
6. *Perceptions of the Food Stamp Program Among Limited-Household income Residents of California: Results from Focus Groups*. The 2002 report highlights a series of focus groups interviews examining the underutilization of the Food Stamp Program. For a copy call Chris Florendo at 916-445-7027.

#### **B. Food and Nutrition Resource Guide for Homeless Shelters, Soup Kitchens and Food Banks.**

Lindsey and J. Schneider, Food and Nutrition Information Center, National Agriculture Library, U.S. Department of Agriculture. Available in its entirety from the web page at <http://www.nal.usda.gov> under National Agriculture Library, Nutrition Information Center and then General Resources. Provides a brief description and ordering information for each of the materials. Materials are from government and private sources throughout the U.S. and cover a variety of languages and nutrition topics.

### **C. Food Practices of Nine Cultural Groups in California.**

1999, M.S. Townsend, E. Gong, and M. Prehm, University of California Cooperative Extension and Nutrition Department, Davis. (Publication #-4-H EFNEP-4165) To order contact University of California Cooperative Extension.

### **D. Food Stamp Nutrition Connection.**

<http://www.nal.usda.gov/Foodstamp/Training/evaluation.html>. Contains a Resource Library and publication on evaluating the success of nutrition education and promotion in food assistance programs.

### **Food Systems and Gardening Resources**

#### **E. Community Food Security Coalition, [www.foodsecurity.org](http://www.foodsecurity.org)** Telephone (310) 822-5410.

1. *Community Food Security: A Guide to Concept, Design, and Implementation* Editor: Hugh Joseph, Venice, CA
2. *Getting Food on the Table: An Action Guide to Local Food Policy*. 1999.D. Biehler, A. Fisher, K. Siedenburger, M., Winne, J. Zachary. Community Food Security Coalition and California Sustainable Agriculture Working Group.
3. *Homeward Bound: Food Related Transportation Strategies for Low-Income and Transit Dependent Communities* R. Gottlieb, A. Fisher, et al. UC Transportation Center 1996.

#### **F. University of California Sustainable Agriculture Research and Education Program (SAREP).** See ordering information on web page at [www.sarep.ucdavis.edu](http://www.sarep.ucdavis.edu) or call (530)752-7556

1. *Entrepreneurial Community Gardens: Growing Food, Skills, Jobs and Communities* G. Feenstra, S. McGrew & D. Campbell, 1999. \$10
2. *Community Food Systems in California: Profiles of 13 Collaborations* G. Feenstra and D. Campbell, 1998. \$6.00
3. *Growing a Local Food System* S. Garrett & G. Feenstra, 1999. \$2.50

**G. From the Wholesaler to the Hungry.** Promoting Produce: The How's and Why's.

*A Manual on Handling Produce and Encouraging Greater Use by Agencies. Institute for Health Promotion and Disease Prevention Research, USC School of Medicine, 818-457-4110.*

**H. Community Supported Agriculture List** [Serve—CSA-L@prairienet.org](mailto:Serve—CSA-L@prairienet.org), web page for CSA Training and Resource Center for the Western Region [www.caff.org](http://www.caff.org)

**I. Web sites and Other Gardening Resources**

1. [www.nga.org](http://www.nga.org) (National Gardening Association), [www.communitygarden.org](http://www.communitygarden.org), (American Community Gardening Association), [www.cfaitc.org](http://www.cfaitc.org) (California Foundation for Agriculture in the Classroom).
2. *Growing Together* (Guide for Developing Community Gardens) Sustainable Food Center, 434 Bastrop Highway, Austin, Texas. 512-385-0080. email [HN2953@handsnet.org](mailto:HN2953@handsnet.org)
3. *TWIGS –Intergenerational Gardening Curriculum*, UC Cooperative Extension, 625 Miramontes St. Suite 200, Half Moon Bay, CA 94019. (650) 726-9059.

**Community Involvement**

**J. Asset Based Community Development**

Asset Based Community Development Institute, Northwestern University, 2040 Sheridan Road, Evanston, IL 60208-4100 847-491-8711. Many useful documents can be downloaded in their entirety from the web page: <http://www.northwestern.edu/IPR/abcd.html>. Other documents can be ordered through ACTA Publications: 1-800-397-2282

1. *Building Communities From the Inside Out: A Path Toward Finding and Mobilizing A Community's Assets*, (1993). John Kretzmann and John McKnight.
2. ABCD Workbooks: Available on the topics of mobilizing: economic assets, individual resident skills, and business assets.
3. Other material available on web page:
  - Mapping Community Capacity (1990). John McKnight and John Kretzmann: <http://www.northwestern.edu/IPR/abcd.html> or order from ACTA Publications).



- Voluntary Associations in Low-Income Neighborhoods: An Unexplored Community Resource. John Kretzmann, John L. McKnight, and Nicol Turner. Down load from web page or order from ACTA Publications

## **K. Community Tool Box - Kansas State University.**

This is a useful Internet resource for community-based initiatives. Major categories of tools are: 1) promoting awareness of health issues and community resources, 2) promoting interest in the initiative, 3) recruiting members and developing a strategic plan, 4) developing an organizational structure, 5) developing leadership, 6) deciding what works in your community, 7) implementing community interventions, 8) organizing for effective advocacy, 9) generating and managing resources, 10) evaluation, 11) maintaining quality and rewarding accomplishments, 12) institutionalization of the initiative. Materials are found complete on the web page <http://ctb.lsi.ukans.edu>. In addition some research reports and community methods guides can be purchased through the “community store” on the web page.

**L. *California Nutrition Network* Geo-mapping** of food stamp recipients, retail outlets, demographics, and other resources. Available through [www.calnutritionnetworkgis.org](http://www.calnutritionnetworkgis.org)

## **M. Accessing Federal Food Programs**

**People’s Guide to Welfare, Health & Other Services in California.** [www.peoplesguide.org](http://www.peoplesguide.org).

LA Coalition to End Hunger and Homelessness. Published annually as Los Angeles version and statewide version, \$.50.

## **N. CFPA Material/website**

California Food Policy Advocates (CFPA) is a statewide public policy and advocacy organization dedicated to improving the health and well being of low-income Californians by increasing their access to nutritious and affordable food.

<http://www.cfpa.net>

## **O. CAFB website**

The California Association of Food Banks (CAFB) was founded in 1995 to promote collaboration in response to emerging social, economic and legislative challenges impacting hungry people throughout California.

<http://www.cafoodbanks.org>

